

Approved For Release 2000/04/14 : CIA-RDP78-03568A000300140006-7

~~SECRET~~  
~~CONFIDENTIAL~~

28 OCT 1952

MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Revised T/O and Ceiling - Personnel Office

1. PROBLEM. To establish minimum staffing requirements consistent with the effective performance of the functions and responsibilities of the Personnel Office.

2. ASSUMPTIONS.

a. That the Agency strength (exclusive of project and contract personnel) will stabilize at between [REDACTED] during FY 1953 and FY 1954. 25X9A2

b. That Agency staffing requirements will require approximately [REDACTED] security initiations per month, this in-part to compensate for losses due to resignations, security disapprovals, unsatisfactory performance, and other causes. 25X9A2

c. That a portion of recruitment effort will continue to be expended in deep cover recruitment, which cannot be given recognition in production reports nor computed against regular T/O and on-duty Agency staff requirements.

d. That the personnel staffs and other administrative functions now performed in various operating offices will be reduced as personnel limitations are felt throughout the Agency, with the result that the workload of the Personnel Office will be increased. This has already occurred, in part, due to the DD/P reorganization.

3. FACTS BEARING ON THE PROBLEM.

a. The Personnel Office of the CIA is required to perform many tasks generally performed by the U. S. Civil Service Commission for other Federal agencies, and other tasks which are unique to this organization.

b. The functions and responsibilities of the Personnel Office are not lessened qualitatively by the imposition of reduced on-duty ceilings. Rather, the greater emphasis on a high degree of selectivity enlarges the recruitment and placement responsibilities.

c. Higher initial selectivity does not detract from the need for a positive program of improved personnel management in the Agency through such techniques as placement follow-up, performance evaluation, career development, etc.

d. Installation of the career development program is having an impact on all personnel activity in its requirements for special programs of selection and initial placement, in-service placement (including rotation plans) and evaluation for training and development purposes.

Approved For Release 2000/04/14 : CIA-RDP78-03568A000300140006-7

~~SECRET~~  
~~CONFIDENTIAL~~

JOB NO. [REDACTED] BOX NO. [REDACTED] DOG NO. 29 NO. [REDACTED]  
IN CLASS/ [REDACTED] CLASS CHANGED TO: [REDACTED] [REDACTED] JUST. 22  
NEXT REV DATE 89 REV DATE 10/28/54 [REDACTED] TYPED DOC. 02  
NO. PGS 9 CREATED DATE [REDACTED] ORG COMP 32 OF 132 ORG CLASS S  
REV [REDACTED] C REV COORD. AUTH: HR 70-3

~~SECRET~~  
CONFIDENTIAL

e. Specific additional functions transferred to the Personnel Office, such as the career management, testing and evaluation responsibilities of the Office of Training, the strength reporting and T/O responsibilities of the Organization and Methods Service, and the special contracting function of the Administrative Staff (S), have created additional personnel needs in specific areas of the Personnel Office. Compensating reductions have been effected in the losing offices.

25X9A2 f. The revised budget estimate for FY 1953 provided for a T/O of [REDACTED] 25X9A2 for the Personnel Office. That estimate was made under different assumptions than exist at this time. For that reason, it is believed that for FY 1953 a T/O of [REDACTED] will provide the Personnel Office with the means for furnishing the Agency an acceptable personnel management program. Tab A (Parts I and II) reflects the increases and decreases over present T/O represented by this submission. It should be noted that the [REDACTED] positions now authorized for the Office of the Personnel Director for an overseas replacement pool have been eliminated due to the necessity to reduce current authorizations. 25X9A2

4. DISCUSSION. As a matter of history, it can be noted that the personnel program of CIA, until fairly recently, has been necessarily concerned primarily with the gigantic task of recruiting personnel to meet constantly increasing requirements. The need for simultaneously building a well-rounded and positive program of personnel management, which would assist materially in maintaining a productive working force has been recognized. Considerable progress has been made in the performance of a variety of personnel activities, including the following:

- a. Initiation and administration of a program of placement follow-ups.
- b. Development and installation of a qualifications standards program.
- c. Development and installation of an improved coding system for identifying and evaluating qualifications and other pertinent data relating to both applicants and on-duty personnel.
- d. Installation of streamlined personnel processing and record-keeping functions which has enabled us to keep fairly well abreast of an expanding workload.
- e. Preliminary development of an improved statistical reporting system.
- f. Providing greater professional services to operating officials on personnel matters and problems.
- g. Development of classification standards appropriate to CIA.
- h. Development of needed regulatory and procedural materials on personnel matters, including personnel evaluation, salary and wage administration, administration of overseas allowances and differentials, periodic step increases, separations for unsatisfactory performance, incentive awards, etc.

~~SECRET~~  
Security Information

CONFIDENTIAL

~~SECRET~~  
Security Information  
~~CONFIDENTIAL~~

i. Development and installation of a pre-exit and exit interviewing program designed to salvage qualified personnel when possible and to pin-point problem areas where unnecessary losses may be occurring.

The above listing is only suggestive of the scope of action which the Personnel Office has been able to undertake in recent months. These are not only advantageous but are essential parts of a well-rounded program of personnel management

The staffing estimates in some cases are based on comparison of standards developed by other agencies after considerable study of the actual effort required to perform certain personnel functions. These standards, while not completely adaptable to CIA because of the greater responsibilities and procedural requirements, have been followed fairly closely. The net result does not compare, however, in total staffing ratios with some of the figures recently publicized (such as one personnel employee per [redacted] Agency employees, or [redacted] etc.). This is mentioned in order that it can be pointed out that these general ratios are prescribed to include only the more common personnel functions which are generally agreed to be personnel responsibilities. Functional and organizational charts are attached as Tabs B and C respectively.

25X9A2

25X9A2

5. CONCLUSIONS: Based upon a stabilized Agency strength of between [redacted] regular staff employees (exclusive of project and contract personnel), with a recruitment workload limited largely to replacement of attrition losses, the present T/O of [redacted] could be reduced to [redacted]. A ceiling authorization of at least [redacted] would be required for this reduced T/O.

25X9A2  
25X9A2

25X9A2  
25X9A2

6. ACTION RECOMMENDED: It is recommended that approval be given for a Personnel Office T/O of [redacted] and a ceiling authorization of [redacted]

25X9A2

25X1A9a

[redacted]  
Assistant Director (Personnel)

3 attachments

- Tab A - Recapitulation & Notes
- Tab B - Functional chart
- Tab C - Organizational chart

ACTION BY APPROVING AUTHORITY:

Date: 3 Nov 52

Approved (~~Disapproved~~) Exceptions:

FOIAb3b

With the understanding that this approval in no way prejudices current discussions through which we expect to reduce FY 54 T/O's and ceilings.

*Ant*  
[redacted]  
WALTER REID WOLF  
Deputy Director  
(Administration)

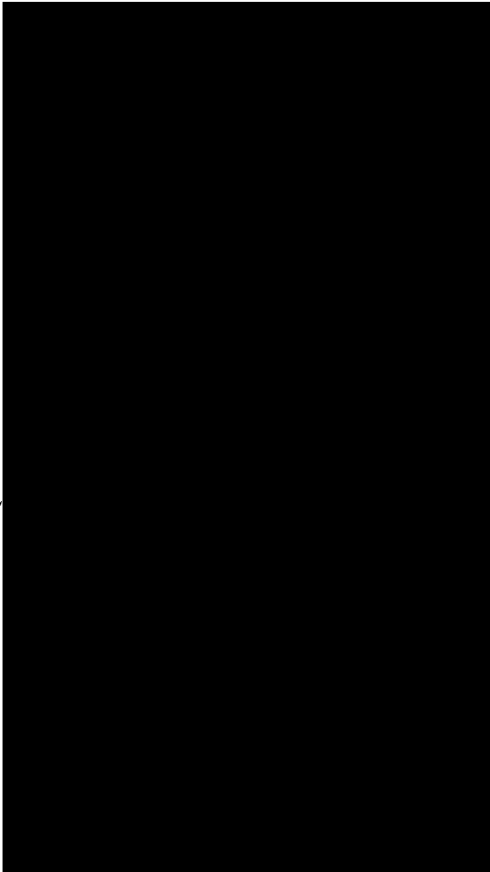
~~SECRET~~  
Security Information  
~~CONFIDENTIAL~~

Approved For Release 2000/04/14 : CIA-RDP78-03568A000300140006-7

Approved For Release 2000/04/14 : CIA-RDP78-03568A000300140006-7

~~SECRET~~  
Security Information  
**CONFIDENTIAL**

PART I. RECAPITULATION  
(See Part II for Explanatory Notes)

| <u>Ref. Paragraph<br/>in Part II</u> | <u>Organization</u>                         | <u>Present T/O</u>                                                                  | <u>Proposed T/O</u> |
|--------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------|---------------------|
| 1.                                   | Office of AD/P                              |  |                     |
| 2.                                   | Office of Personnel<br>Director             |                                                                                     |                     |
| 3.                                   | Career Development Staff                    |                                                                                     |                     |
| 4.                                   | Research & Planning Staff                   |                                                                                     |                     |
| 5.                                   | Special Contracting and<br>Allowances Staff |                                                                                     |                     |
| 6.                                   | Classification & Wage Div.                  |                                                                                     |                     |
| 7.                                   | Military Personnel Div.                     |                                                                                     |                     |
| 8.                                   | Personnel Division (Covert)                 |                                                                                     |                     |
| 9.                                   | Personnel Division (Overt)                  |                                                                                     |                     |
| 10.                                  | Personnel Procurement Div.                  |                                                                                     |                     |
| 11.                                  | Testing & Evaluation Div.                   |                                                                                     |                     |
| TOTALS. . . . .                      |                                             |                                                                                     |                     |

25X9A2

~~SECRET~~  
**CONFIDENTIAL**

~~SECRET~~  
CONFIDENTIAL

PART II. EXPLANATORY NOTES

1. Office of the Assistant Director (Personnel)

The position of AD/P is shifted from the DD/A T/O to Personnel Office and the GS-9 Administrative Assistant position previously carried against the Administrative Pool is converted to a regular T/O position.

2. Office of the Personnel Director.

The present authorization provides for the Personnel Director, his Deputy, a Special Assistant to handle unusual problems and special assignments. Of the two clerical positions, one is presently carried in the Administrative Pool. It is desired to convert this position to a regular T/O position.

3. Career Development Staff.

A decrease of [ ] positions has been made from the presently authorized staff of [ ]

4. Research and Planning Staff.

Present authorization of [ ] considered essential.

5. Special Contracting and Allowances Staff.

Present authorization of [ ] is adequate only for the special contracting function which was made a Personnel Office responsibility by Notice No. 119-52 dated 22 September 1952. [ ] specialists and one clerk-typist are required for the allowance functions now assigned and to be assigned.

6. Classification and Wage Division.

Present authorization of [ ] considered essential. 25X9A2

7. Military Personnel Division.

Present authorization of [ ] considered essential. 25X9A2

8. Personnel Division (Covert).

25X9A2

Present authorization of [ ] is increased to [ ] a total of [ ] increase. This Division is receiving the major portion of the Personnel Office impact resulting from the DD/P reorganization. The major portion of the requested increase is reflected in the Central Processing Branch which has been asked to furnish services to in and out casuals which formerly obtained the service from the various administrative and personnel staffs of OPC and OSO. The total workload is predicated on serviced elements totaling approximately [ ] including project personnel.

~~SECRET~~  
CONFIDENTIAL  
Security Information

~~SECRET~~

~~CONFIDENTIAL~~

9. Personnel Division (Overt).

25X9A2

25X9A2 Present authorization of [ ] is reduced to [ ] a total of [ ] decrease.  
25X9A2 The total workload is predicated on serviced elements of approximately [ ]  
25X9A2 [ ] Eight of the twelve positions are reflected in those positions re-  
lating to testing activities which are transferred to the Testing and Evalu-  
ation Division.

25X9A2

10. Personnel Procurement Division.

25X9A2

25X9A2 Present authorization of [ ] is reduced to [ ] a total of [ ] decrease.  
25X9A2 Staffing for recruitment personnel is directed toward a target of [ ]  
25X9A2 security initiations per month, equally divided between clerical and spec-  
ialized types. Security initiations at this rate will provide replacements  
for attrition losses. In field recruitment of clerical personnel, it is  
estimated that each recruiter will produce [ ] placements per month; in field  
recruitment of specialized personnel it is estimated that each recruiter  
will produce 5 placements per month. The field recruitment staffs requested  
give consideration to past experience of the numbers of interviews required  
to produce one placement and time required for travel, leave, and conference.  
Staffing requirements for local interviewing is based on an estimate of [ ]  
25X9A2 to [ ] applicants per week. This activity must, of course, be staffed to  
accommodate the normal workload even though all applicants appearing are not  
qualified.

25X9A2

25X9A2

25X9A2

25X9A2

11. Testing and Evaluation Division.

Staffing for the new Testing and Evaluation Division is requested at  
eight less than the total positions now established for the testing activi-  
ties of the former Testing and Training Branch of PD(0) and the Testing and  
Evaluation unit of the Office of Training. As mentioned in 9. above, eight  
of the twelve positions required for this Division are transfers from PD(0).

~~CONFIDENTIAL~~

Security Information

Approved For Release 2000/04/14 : CIA-RDP78-03568A000300140006-7  
25X9A2

Next 2 Page(s) In Document Exempt

Approved For Release 2000/04/14 : CIA-RDP78-03568A000300140006-7